



The Bulletin

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President's Blue Ribbon Commission on Defense Management

By Patrick Duffy
Program Manager
Accounting Policy Division, Headquarters

On July 15, 1985 President Reagan established the President's Blue Ribbon Commission on Defense Management. The Commission is chaired by David Packard, a former Deputy Secretary of Defense and now Chairman of Hewlett-Packard. The purpose of the commission is to review Defense management and organization, including the Defense acquisition process.

The members appointed to the Commission represent leaders with a broad range of experience in government, industry and national defense. They are:

- **Ernest Arbuckle**, dean emeritus of Stanford University's Graduate School of Business.
- **General Robert H. Barrow**, former commandant of the Marine Corps.
- **Nicholas F. Brady**, former Republican Senator from New Jersey and currently Chairman, Dillon Read & Co. Inc.
- **Louis Wellington Cabot**, Chairman, Cabot Corp., and Chairman of the Federal Reserve Bank of Boston in the 1970s.
- **Frank C. Carlucci**, Chairman and Chief Executive, Sears World Trade Inc., and Deputy Secretary of Defense from 1981 to 1982.
- **William P. Clark**, Deputy Secretary of State and later, National Security Affairs Adviser and Interior Secretary in President Reagan's first term. He is now counsel to the law firm of Rogers and Wells.
- **General Paul F. Gorman**, who headed the U.S. Southern Command, covering Central and South America. He is now Vice President, Burdeshaw and Associates.
- **Carla Anderson Hills**, former Secretary of Housing and Urban Development in the Ford administration and now a partner in the firm of Latham, Watkins and Hills.
- **Admiral James Holloway**, a former Chief of Naval Operations, who headed a Carter administration commission on counterterrorism. He is now President of the Council of American Flagship Operators.

• **William J. Perry**, a former Pentagon executive, now managing Director of Hambrecht and Quist.

• **Charles J. Pilliad Jr.**, a former Chief Executive of Goodyear Tire and Rubber Co.

• **General Brent Scowcroft**, National Security Adviser to former President Gerald R. Ford and Chairman of the Commission on Strategic Forces during President Reagan's first term. He is now Vice Chairman of Kissinger Associates Inc.

• **Herbert Stein**, former chairman of the Council of Economic Advisers and now Senior Fellow, American Enterprise Institute.

• **R. James Woolsey**, former Pentagon and National Security Council analyst, who also served as Under Secretary of the Navy and an adviser to U.S. arms talks delegations.

Dr. James P. Wade, Assistant Secretary of Defense for Acquisition and Logistics was selected to serve as the focal point and coordinator for providing information to the Commission and ensuring effective working relationships between the Commission and DoD organizations. David O. Cooke, Deputy Assistant Secretary of Defense for Administration, was delegated the responsibilities assigned the Deputy Secretary of Defense under Executive Order 12526, which established the Commission. He will also provide administrative support to the Commission and DoD organizations as required.

The first task of the commission will be to review DoD's buying practices and to issue a report on the practices by the end of the year. In its first meeting on August 15 with Defense Secretary Caspar Weinberger and Assistant Secretary Wade, the commission was given a briefing on steps that have been taken by DoD to improve its management.

Commission Chairman Packard has promised to take a "tough attitude" in reviewing DoD's procurement problems and stated that the commission intends to look into acquisition management "carefully and thoroughly." Initial topics to be addressed by the commission include contract requirements, streamlining, acquisition personnel, overhead costs, and responsibilities of contractors.

Acting Director's message

Two recent actions by the Department of Defense and Congress expand the authority of DCAA in very important areas. Since there will be quite a lot of discussion about these actions, I would like to give you my perspective on them.

On 5 August 1985, the Deputy Secretary of Defense decided to assign responsibility for final indirect cost rate determinations for all contractor locations to DCAA. A special committee was established to develop implementing guidelines, the main issue being when to start. I view this expanded role as an opportunity to demonstrate that DCAA can settle overheads more efficiently than the negotiation approach and can reduce the amount of indirect expenses paid by the Department of Defense (*this is the real test of success*). With this challenge, we need to meet the task with our very best effort.

Some critics of the new procedure suggested that DCAA auditors would only question those items which are easily sustained to show improvement. This would be totally unacceptable. The best test of whether the new procedure is an improvement will be to compare indirect expenses paid on the last negotiated period with the amount paid via audit determination (*with appropriate adjustment for extraneous factors*). We will accumulate data to make this comparison.

Concern has been expressed by some of our auditors about the possibility that contractors may not accept the audit determinations, preferring to appeal to the ACO (*which is the first level of appeal under the audit determination procedure*) using the appeal as a means of entering into negotiation. I don't believe contractors will find ACOs receptive to such a circumventive ploy. Nevertheless, we will closely monitor actions on appeals and make appropriate recommendations to acquisition management if the audit determinations are circumvented.

There may be an increase in litigation before the ASBCA because of the assertive audit actions. While we do not welcome this, we must be prepared to go to the courtroom and sustain the determinations. To this end, DCAA's Office of General Counsel and Accounting Policy Division will be ready to provide assistance as needed.

Congress has included in the FY 1986 Defense Authorization Bill a provision to authorize the Director of DCAA to require by subpoena the production of books, documents, papers, or records of a contractor to which there is a right to access. While this law apparently will not broaden the types of records available to the contract auditor, it does expand the authority for gaining access to the records. In simple terms, what it does is enable DCAA to take the access issue into District Court for settlement, which is generally quicker than the contract disputes process. Subpoena authority is not a panacea for resolving access issues. We will continue efforts to have the acquisition regulations amended to include more specific contractual coverage of those matters disputed by contractors.

Overall, I am very pleased with these actions by the Department of Defense and Congress. They reflect positive support for contract auditors. We in DCAA should react by responsibly using these new tools as means of providing the best contract audit services we can.


FRED J. NEWTON

The role of the GS-12 senior auditor

*By Raymond Jay
Personnel Management Specialist
Headquarters, DCAA*

At last April's Olive Branch session (OB V), a workshop recommendation resulted in a Headquarters action to issue a statement about the supervisory role and responsibilities of GS-12 senior auditors. The OB participants expressed the need for clarification of the extent to which GS-12s may act as team leaders, answer technical questions and disseminate technical guidance to other auditors, and provide input in performance evaluations. Some employees interpret these to be supervisory functions, all or some of which are not GS-12 senior auditor position responsibilities. Others are required to perform in these areas as a matter of course. This article addresses this topic.

Before August 1981, GS-12 senior auditor positions were filled by merit competition using vacancy announcements. Many of the GS-12 incumbents were auditors-in-charge (AICs) of suboffices or were team leaders with assigned teams of three to four auditors. Incumbents in these positions typically performed supervisory functions.

In August 1981, the full performance level for DCAA auditors was changed with OPM's approval from GS-11 to GS-12. Since then, GS-12 auditor positions have been filled non-competitively, without using vacancy announcements. The GS-12 grade level is based on personal performance of a variety of complex audit assignments with minimal supervision. Eliminating GS-12 team leader positions eliminated a layer of supervision and provided more time for GS-12s to personally perform complex audit work.

In September 1981, an initial standard position description for the GS-12 auditor was issued. That description indicated that incumbents could either work independently, as a member of a team, or as an AIC of suboffice.

In March 1982, Headquarters issued a policy which stated that whenever possible, a GM-13 supervisory auditor would be designated the AIC of a suboffice and would perform the supervisory functions previously assigned to GS-12 AICs. At the same time, the initial GS-12 position description was amended to delete "onsite supervision of a subordinate staff at the suboffice," and to add: "may serve as lead auditor

(working leader) providing administrative and technical assistance to assigned staff." This amended position description is still in effect. Copies without the amendment which may be in circulation and causing some confusion about the GS-12 senior auditor role are obsolete.

Our Agency's significant growth over the last few years may be another source of confusion regarding the GS-12 senior auditor role. The increase in the number of auditor trainees has required GM-13 supervisors to devote more time to on-the-job training while continuing to be accountable for preparing quality audit reports. Some supervisors have informally delegated some limited supervisory responsibility to selected GS-12 senior auditors. This is an acceptable practice if it results in more efficient and effective ways to accomplish specific audit assignments without undercutting the supervisory responsibilities of the first-line GM-13 supervisory auditor.

There is no classification impact upon either the GS-12 senior auditor position or the GM-13 supervisory auditor position as long as two conditions are met: (a) the GS-12 senior auditors spend most of their time working independently or as team members with minimal supervision on complex audits, and (b) supervisory duties occupy less than 25 percent of the GS-12 auditors' work time. The GS-12 senior auditor may be assigned some or all of the following functions for a small group of auditors, usually one or two, without impacting the grade of his or her position:

- Approving emergency leave for a few hours (if supervisor is not available);
- Serving as a mentor to new trainees;
- Providing onsite work direction to associates or junior auditors assigned to assist in the audit, which includes:
 - Planning individual work assignments within the scope of the total audit assignment;
 - Keeping in touch with status and progress of work assignments, i.e., progress of overall audit programs and assignments, ensuring that members have enough work to keep busy;
 - Furnishing advice and instructions on specific audit programs, tasks, audit techniques, interpretation of CAM or CAS, etc.;

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- Giving on-the-job training to trainees in accordance with usual procedures and practices;
- Answering routine questions on administrative matters, and serving as onsite contact point with contractor on administrative matters;
- Reviewing completed work assignments to see that supervisor's instructions on work sequence, procedures, methods, and deadlines have been met, particularly as they relate to the personal accomplishment of his/her own audit assignment; and
- Providing input to supervisor on team members' performance, progress of audit, unapproved absences, discipline or administrative problems, etc.

In conclusion, Agency management's intent is to have GS-12 senior auditors concentrate on the personal performance of complex audit work. Again, that is what supports the GS-12 grade. On the other hand, having an experienced GS-12 give onsite work direction to trainees is frequently the most effective and efficient way to get the job done, as long as it does not preempt the GM-13 supervisor's responsibility or unduly interfere or prevent the GS-12 from the timely accomplishment of his/her audit assignments. Supervisors and trainees generally need and appreciate all the help they can get from experienced GS-12 senior auditors in providing onsite audit guidance.

Combined Federal Campaign — 1986

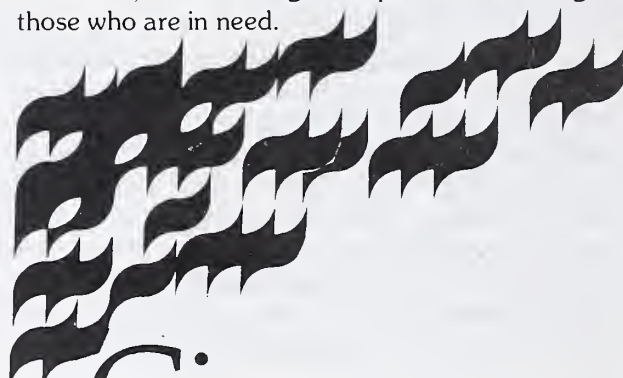
*By Fred Newton
Acting Director, DCAA
Chairman DCAA Combined Federal Campaign*

This October you will again have the opportunity to give to the Combined Federal Campaign (CFC). The CFC provides funds for health and service organizations helping people in the United States and around the world who are much less fortunate than most of us. Whether it is caring for the elderly, providing famine relief, or helping kidney dialysis patients pay for expensive treatments, the money you give to the CFC is a meaningful, often lifesaving, contribution deeply appreciated by those individuals you help. You make the choice of who is to receive your gift.

A fellow employee will bring the campaign to your attention. Through the CFC, you will be able to designate that your contribution (less only 4 percent for CFC administrative costs) go to a particular health and service charity which meets the CFC criteria for participation in the campaign. I recommend contributing through a biweekly payroll deduction which makes it easy to spread your contribution over the entire year.

Employees of the Defense Contract Audit Agency have a reputation for being charitable. Previous CFC campaigns were well-supported. Each of us might feel somewhat less charitable this year because we Federal

Employees are not scheduled to receive a pay increase. However, we do have jobs and in many cases those who need help do not. This year I urge each of you to make as generous a contribution as you can afford, remembering the importance of caring for those who are in need.



Give
Somebody
a Chance

Combined 86
19 Federal
Campaign



Certified information systems auditor (CISA) examination and certification

By Herman Eisen
Chief, QM/EDP/DIIS Division
Philadelphia Region

General Information

EDP Auditors Foundation, Inc. is a nonprofit corporation dedicated to the enhancement of education, communication, professional development and research needs in the interrelated fields of auditing and data processing. In addition to its certification program, the Foundation sponsors continuing education courses, educational programs, research projects, and public service activities.

Development of the Examination

In 1979, the EDP Auditors Foundation asked Educational Testing Service (ETS) of Princeton, N.J. to help develop a certification examination for Certified Information Systems Auditors. Committees of experts in the various fields of auditing were convened to assist in the job analysis and development of test specifications and to write the questions with the help of ETS test specialists. The result of their effort is an examination that tests the individual's knowledge and skills in various fields of EDP auditing. A Certification Board has been appointed by the EDP Auditors Foundation to oversee the program and insure the currency of the examination's content. That committee revises test content as required by changes in the field.

Description of Examination

The purpose of the examination is to evaluate individuals' competencies for conducting EDP audits. The examination which has a multiple-choice format, consists of two sessions. The first session is administered during a three hour sitting in the morning of the test date and the second session is administered during a three hour sitting in the afternoon of the test date. All candidates are required to sit for both sessions.

The general content of the examination is taken from the 11 job content areas of the Information Systems Auditor's work, as outlined below:

1. Application Systems Controls

Review of installed application systems controls in order to determine that the system produces information in a timely, accurate, and complete manner.

2. Data Integrity Review

Review of the data for completeness, consistency, and correctness in order to determine the integrity of the data.

3. Systems Development Life Cycle Review

Review of an organization's Systems Development Life Cycle procedures in order to determine the adherence to generally accepted SDLC standards.

4. Application Development Review

Review of systems under development in order to determine the adequacy and completeness of planned controls and if necessary, recommend additional controls.

5. Maintenance Review

Review of the process of making modifications to existing systems in order to determine that they are modified in accordance with the organization's policies.

6. General Operational Procedures Controls Review

Review of the data processing operating procedures and data processing operations in order to determine that applications are processed in a controlled environment.

7. Security Review

Review of security methods and procedures in order to assure the appropriate protection of programs, data, and the data processing installation.

8. Systems Software Review

Review of the controls over and within the system software and its use in order to determine compliance with the organization's policies.

9. Acquisition Review

Review of the process of acquiring services, hardware, and software in order to determine that organizational resources are being used economically.

10. Data Processing Resource Management Review

Review of the data processing planning, administrative and management practices in order to determine their adequacy in fulfilling organizational goals.

11. Information Systems Audit Management

Organize, set priorities, and assume responsibility for the audit process.

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bility for the information systems audit function in order to effectively utilize the available resources of the information systems audit function and to fulfill the information systems audit requirement of the organization.

Requirement of Certification

1. Successful Completion of the CISA Examination

The examination is open to all individuals who have an interest in the data processing and audit field. All are encouraged to work toward and take the examination.

2. Experience as an Information Systems Auditor

A minimum of five years' professional Information Systems Auditing work experience (as described in the 11 job content areas above) is required for certification.

— 1 year of EDP experience or 1 year of auditing experience can be substituted for 1 year of Information Systems Auditing experience, and

— 60 to 120 college semester credits can be substituted for 1 or 2 years respectively, of Information Systems Auditing experience.

Experience must have been gained within the 10-year period preceding the date of application for certification. All experience will be verified independently with all employers from which experience is claimed.

Re-examination — retaking and successfully passing the examination will be required if certification eligibility, in terms of training and experience, is not obtained within five years from the date of initial passing of the examination.

Recertification — is required every three years by accumulating 120 hours of continuing education over the three year period or by taking the current examination.

Preparation for the Examination

Though the tests are designed at the level of proficiency outlined in the work experience and education requirements, candidates may feel more confident if they prepare for the examination. For that reason, the Foundation has made available a study guide tailored to the examination, a review manual entitled "Information Systems Auditor Process" and sample tests. The guide has been reviewed by practitioners in the field to ensure its usefulness as a study supplement. It contains test specifications, references to published texts, articles and other resource materials, informa-

tion to help the candidate with test-taking strategies, and advice on the formation of test preparation study groups. The study manual is a critical review of the Certified Information Systems Auditor's job dimensions. Two different sample tests are available and both are considered helpful to prepare for the examination. Each sample test consists of 50 test questions selected from tests previously administered, an answer key and a discussion of each question and its correct answer.

Test Date, Fee and Test Sites

The examination is held annually in April at various test sites throughout the U.S. and in foreign locations. The most recent fee was \$185. Completed registration forms, with fee, must be received by Educational Testing Service (ETS) before March of the test year.

Where to Obtain Further Information

An information bulletin, registration form and study materials may be obtained by writing:

*EDP Auditors Foundation, Inc.
373 South Schmale Road
Carol Stream, Illinois 60187*

I was fortunate enough to pass the April 1985 CISA examination. Perhaps not as prestigious as an MBA or CPA, I feel that the CISA is still a worthwhile objective for all DCAA auditors and in particular those auditors who are involved with performing reviews of contractor EDP systems.

You've come a long way, baby



and 9 months of good prenatal care has gotten you here

A healthy start in life is a gift only you can give your baby. If you're pregnant, visit your doctor or clinic early and often.

For more information, contact:



Professional activities . . .

HEADQUARTERS

Fred J. Newton, Acting Director, Headquarters, DCAA spoke on Auditor's Role and Cost Principle Interpretations at the ASBCA Judges' Conference, in Alexandria, Va. **Newton** also spoke on Current Acquisition Issues at the 24th Annual National Symposium, for the National Contract Management Association in Los Angeles, Calif.

Edward A. Stranere, Justice Liaison Auditor, Department of Justice, Headquarters spoke at NAS Headquarters before the Naval Audit Fraud Council on DCAA Referral Process, Suspected Contractor Irregularities.

ATLANTA

Paul H. Phillips, branch manager, New Orleans Branch Office, was awarded a MBA degree from Central Michigan University.

Mary W. Graves, auditor, Rockwell Suboffice, is the Auditor of the Year for the Dallas Chapter of the Association of Government Accountants.

Terry L. Harkelroad, auditor, Rockwell Suboffice, passed the CPA examination in Texas.

Johnny M. Milam, resident auditor, Pratt & Whitney Resident Office, was awarded a MA degree from Central Michigan University.

Marsha Keiter, auditor, Tampa Bay Branch Office is a member of the 1985-86 Committee on Industry Conference for the Florida Institute of Certified Public Accountants.

Earl B. Burks, special programs coordinator, New Orleans Branch Office, was awarded a CPA certificate from the state of Louisiana.

Keith U. Delhom, senior auditor, New Orleans Branch Office, was awarded a CPA certificate from Louisiana.

Patrick F. Comaskey, senior auditor, AIC Avco Suboffice, is chairperson on the Committee of Constitution & By-Laws for the National Contracts Management Association, Middle Tennessee Chapter. **Comaskey** also served on the Organizing Committee for this new chapter.

Robert E. Coffelt, resident auditor, LTV Resident Office, spoke before LTV Aerospace & Defense, ADP Financial Trainees, on DCAA — Authority & Organization, Objectives & Responsibilities.

Patrick J. Wamsley, auditor, Dallas Branch Office, passed the CPA examination in Texas.

BOSTON

Patrick DeNobile, senior auditor, Sperry Resident Office, was appointed Vice President of the Special Activities Committee for the Association of Government Accountants (AGA), Long Island Chapter. **DeNobile**, is also a committee member on the National Membership Committee for AGA.

Robert D. Asbury, supervisory auditor, Sperry Resident Office, was appointed Vice President and Newsletter Editor for the Association of Government Accountants, Long Island Chapter. **Asbury** also received the appointment of Director of Public Service, and is a committee member on the National Membership Committee for AGA.

Robert S. Laieski, senior auditor, Sperry Resident Office, was appointed Vice President of the Placements Committee for Association of Government Accountants, Long Island Chapter.

William G. Manka, supervisory auditor, Bath Iron Works, was appointed President Elect for the Association of Government Accountants, Maine.

Richard P. Boody, auditor, Bath Iron Works, is Chairman of the Newsletter Committee for the Association of Government Accountants, Maine.

Linda A. White, auditor, Bath Iron Works, is Co-Chairman for the Association of Government Accountants, Maine.

James T. Walsh, senior accountant, General Dynamics, Electric Boat Division, passed the CPA examination in Connecticut.

Mark Kelley, auditor, General Dynamics Corp., Electric Boat Division, is an instructor in Macro Economics at the Becker Junior College in Worcester, Mass.

Robert P. Roy, Jr. auditor, Raytheon EDM, passed the CPA examination in the state of Massachusetts.

John Alfred, supervisory auditor, Raytheon Co., Submarine Signal Division, passed the CPA examination in Rhode Island.

Eleanor M. Arrucci, auditor trainee, Sperry Resident Office, was appointed Vice President of the Public Relations Committee for the Association of Government Accountants, Long Island Chapter.

Joseph F. Leanza, supervisory auditor, Grumman Aerospace Corporation RAO, Bethpage, NY was appointed Treasurer for the Association of Government Accountants, Long Island Chapter.

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Bernhard H. Anderson, auditor, General Dynamics Corporation, Electric Boat Division, was awarded a CPA certificate from Connecticut.

James W. Landergan, auditor, Boston, was awarded a Master of Science in Taxation (MST) degree from Bryant College.

John J. Horgan, auditor, Sanders Associates, Inc., Resident Office, was awarded a CPA certificate from the state of Massachusetts.

CHICAGO

Jack D. Whitford, regional audit manager, Chicago Region, was appointed President for Association of Government Accountants, Chicago Chapter.

Gregory B. Carlson, auditor, Chicago Suboffices Branch, was awarded a CPA certificate from the state of Illinois.

Alison Hawk, auditor trainee, Pittsburgh Suboffices Branch, passed the CPA review examination in Pennsylvania.

Warren Lee, EDP auditor, GE Evendale Resident Office, was awarded a MBA degree from Xavier University.

Joseph A. Layton, senior auditor, St. Louis Branch, G.D. Corporate Suboffice passed the CPA examination in Missouri.

FIELD DETACHMENT

Jeffrey McGowan, supervisory auditor, Field Detachment, passed the CPA examination in the state of California.

Mark Gill, auditor, Field Detachment, passed the CPA examination in California.

PHILADELPHIA

Milton M. Jacobson, auditor, District Branch, was awarded a Certified Information Systems Auditor certificate.

LOS ANGELES

John Dotson, junior auditor, McDonnell Douglas Astronautics Company-HB was appointed Editor for the Association of Government Accountants, Orange County Chapter.

Richard Leach, senior auditor, McDonnell Douglas Astronautics Company-HB was appointed Treasurer for the Association of Government Accountants, Orange County Chapter.

Juliana (Pat) Gattoc, senior auditor, McDonnell Douglas Astronautics Company-HB, is a member of the Association of Government Accountants, Orange County Chapter.

Jacqueline C. Neuwirth, semi-senior auditor, McDonnell Douglas Astronautics Company-HB, was

appointed Publicity Director for the Association of Government Accountants, Orange County Chapter.

Ann J. Rosinko, auditor trainee II, McDonnell Douglas Astronautics Company-HB, was appointed Historian for the Association of Government Accountants, Orange County Chapter.

Sharon L. Turco, semi-senior auditor, McDonnell Douglas Astronautics Company-HB, was appointed President Elect for the Association of Government Accountants, Orange County Chapter.

Patrick D. Mirch, Regional Director, Los Angeles, spoke at the Inspector General Center Directors Conference on New Developments Impacting DCAA.

Joel Valenzuela, Deputy Regional Director, Los Angeles, spoke on Auditor Access to Government Contractor Records at the AGA Professional Development Conference.

Yvonne B. Perlberg, regional special programs manager, Los Angeles, spoke on Current Contract Audit and Administration Problems at the AGA Professional Development Conference.

Gerhard C. Michel, branch manager, Santa Ana Branch Office, spoke at the DCAS, SA Contractor Workshop on DCAA Organization and Responsibilities.

Robert F. Haines, supervisory auditor, Anaheim, Calif. spoke on Objectives and Responsibilities of DCAA at the DCASMA, Santa Ana, Contractor Workshop.

M. Elizabeth Dickson, chief special projects, Los Angeles Regional Office, was appointed Corresponding Secretary for the American Society of Women Accountants, Orange County Chapter.

William Nutting, EDP auditor, Los Angeles Regional Office, was appointed President for the Association of Government Accountants, Orange County Chapter.

Karen L. Taylor, technical programs specialist, Los Angeles Regional Office, was appointed Regional Vice President, Western Region (Elect) for the Association of Government Accountants.

Karen T. Fairfield, auditor, Los Angeles Branch Office, was appointed Parliamentarian for the American Society of Women Accountants, Los Angeles Chapter.

Jacqueline Hlavin, auditor, Ford Aerospace Resident Office, was appointed Meetings Director for the Association of Government Accountants, Orange County Association.

Sandra L. Bierlair, auditor, Ford Aerospace Resident Office, was appointed Research Director for

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the Association of Government Accountants, Orange County Chapter.

Gerhard C. Michel, branch manager, Santa Ana Branch Office, was awarded a CPA certificate from the state of California.

Karen T. Fairfield, auditor, Los Angeles Branch Office, was a panel member at the Accounting Careers Seminar for the American Society of Women Accountants at California State University in Los Angeles.

Angelo Colavita, auditor, Northrop Resident Office, passed the CPA examination in California.

SAN FRANCISCO

John R. Gemma, supervisory auditor, FMC Resident Office, passed the Certified Information Systems Auditor examination in California.

Craig R. Glaunert, auditor, Honeywell Inc., Resident Office, was awarded a CPA certificate from Minnesota.

David J. Larson, senior auditor, Honeywell Resident Office, was awarded a Certified Information Systems Auditor certificate from Minnesota.

Yolanda Shannon, senior auditor, Albuquerque Sperry Suboffice, satisfactorily completed the Dale Carnegie Course on Effective Public Speaking in Albuquerque, New Mexico.

Susan F. Amstutz, auditor trainee II, Boeing Resident Office, was awarded a CPA certificate from the state of Washington.

Joseph R. Cunningham, supervisory auditor, Denver Branch Office, spoke to TRW/Electronic Products, Inc. Contracts/Business/Financial Personnel under the continuing education program on DCAA's Responsibilities and Audit Procedures When a Request for a Progress Payment is Submitted by the Contractor.

Douglas M. Freimuth, branch manager, Seattle Branch Office, spoke at SBA's Annual Program Meeting, on What to Expect During a DCAA Audit.

David J. Larson, senior auditor, Honeywell Resident Office, participated in a Taxpayers' Assistance Program for the Association of Government Accountants, St. Paul Chapter.

Warren Lum, senior auditor, Honolulu Branch Office, was Co-Chairman at the Publicity of Pacific Emerging Issues Conference for the Association of Government Accountants, Honolulu, Hawaii.

Daniel L. Menck, auditor, Denver Branch Office, assisted in speaking on DCAA's Responsibilities and Audit Procedures When a Request for a Progress Payment is Submitted by the Contractor, to TRW Electronic Products, Inc. Contracts/Business/Financial Personnel under the continuing education program.

Tina C. Aldinger, auditor, Santa Barbara Branch Office, was awarded a CPA certificate from the state of Montana.

Allan Ralph Andrews, auditor, Boeing Resident Office, is a committee member on the Relations with University Committee for the Washington State Society of Certified Public Accountants.

Mark E. Bonnet, auditor, Sunnyvale Branch Office, passed the CPA examination in California.

David F. Crabtree, auditor, Salt Lake City Branch, passed the Uniform CPA examination in Utah.

Kristine Noel Delisle, auditor trainee II, LMSC Resident Office, passed the CPA examination in California.

Steven M. Fietek, auditor, San Francisco Region, passed the CPA examination in Washington.

Richard J. Langseth, auditor trainee, Minneapolis Branch Office, passed the CPA examination in Minnesota.

Gregory G. McGary, auditor, Sunnyvale Branch Office passed the CPA examination in California.

Mike George Makris, semi senior auditor, FMC Resident Office, passed the CPA examination in Utah.

Kathryn J. Myers, auditor trainee, Rainier Branch Office, passed the CPA examination in Washington.

Bernard Topf, Regional Director, San Francisco, instructed Acquisition and Contracting Students on DCAA's Role in Acquisition at the Naval Postgraduate School in Monterey, Calif.

Gilbert E. Vaillancourt, auditor, Salt Lake City Branch Office, passed the Uniform CPA examination in Utah.

Donna Winchell, supervisory auditor, FMC Resident Office, was appointed President Elect for the Association of Government Accountants, Peninsula-Palo Alto Chapter.

On the move . . .

ATLANTA

Accessions

Alan Hethcoat
Mark Kramer
Wendell Weddle
Donna Dery
H. Della Bernarda
Shirley Warner
Kathy Bass
Ray Merrick
Michael Kennedy
Hettie Epperson
Christian Owen
Deanna McGlasking
Lydia Jackson
Lindia Carpenter
Stanley Price
Harry Kuppala
Carley Shirley
Bruce Stevenson
Norman Smith
Jerry McAfee
Margaret Donovan
Michelle Ward
Pamela Tabor
John Murphy
Linda Curry
C. Denharder
Donna Kendrick
Joseph Yentzen
Robin Dicke
Robin Harlan
James Moore
Eliz. Murdock
Anthony Gonzalez
Harvey Waites
Carolyn Anderson
Gary Clark
Chris Barfield
Nathaniel Harris
Betty Christopher
Floyd James
Carol Anderson
Joseph McPherson
Gary L. Bazell
Augusta Tongue
Patricia Glasser
Regina L. Hill
William Gladys

Fred Cooper
Patricia Fair
Allison Wood
Daniel Landrey
Pamela Clay
Calvin Barnlund
William Austin
Theresa Redfern
Robert Cortese
Donna Sullivan
Peter Carlo
Patricia Hartwell
Sally Goetz
D. Marshall-Withers
Mary McAllister
Thomas Murphy
Gary R. Teague
Velma Staton
Rita Denson
Ronald Toops
Marcia Curole
Donald McKinney
Jeff Evanhoff
Lenora Counter
Janice Fleeman
Adrenise Reid
Sherrill Harrison
Raymond Newell
Sandra Berry
Clarence Nelson
Susan M. Kelly

Promotions

Carlos Leon
Mark Fritz
Brian Cosgriff
Chas. Van Neste
Carol Darby
John Little
Daniel McCarthy
Robert Wercinski
Louis M. Esposito
J. L. Samberson
Dennis Murray
Om Jain
Joan Flynn
Betty Burls
Jack Hartsock
Juanita Conard

Douglas Hitzmann
Thomas Buckner
Glenda Humphrey
Margaret Chestnut
George Dean
C. Diane Rushing
Earl Burks
William Hitt
William Lewis
Lynne Flanagan
Joseph Lynch
Rudy Escamilla
Linda Albright
Ronna Chappell
Gary Edenfield
Evelyn Waston
Dennis Salonko
W. Roland Nail
Nancy Del Busso
James Deupree
William Boutwell
Richard March
Bobby Harty
Mary Keiter
Shelby Davis
Martha Thornton
Retta Hodges
Betty Esposito
Annie Phillips
Diane Lindvey
Terry Harkleroad
Barbara McNair
David Carson
Quentin Carpenter
Dwayne Priestly
Mary Icel
David Carter
Kenneth Finley
Vivian Maddox
Margaret Downey
Thomas Walton
Augusta Tongue
Patricia Watson
David Grimsley
Valerie Hollmon

Reassignments

Robert Bassinger
Mary Henderson

Bron Fair
Janice Stavelly
Doreatha Brown
Keith Deehom
T. Harkleroad
Jesse Collins
Phyllis Hawthorne
Charles Stout
Alphonso Jones
Eugene Cassidy
James Hoston
Walter Howell
T. June Harris
Wayne Murdock
Joseph Cali

Losses

Henry Jenkins
Larry Syrus
Mary Walker
Celeste Maher
Sethanne Howard
Audrey Brown
Sandra Roth
Ronald Rosapep
Denise Hernandez
Arch Slate
Henry Jenkins
Larry Syrus

BOSTON

Accessions

Kathleen Soderholm
Nikolaos Toubanos
Joan Backmann
John Montera
Edmond Jagaspanian
Edward Higgins
Roger Demeritt
Chester Kobierski
Angelo Disanti
Robert Prendergast
Lois M. Wright
Rowena Miragliotta
Roseann Monteverde
Sandra Bradley
Sherry Gemelli
Bruno Delgreco

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More on the move . . .

Jeffrey R. Holley
Sandra L. Lewis
Bonnie L. Matteson
Thomas W. Mason
Kimberly Roberts
Gail F. Zielke
Sonia M. Dunbar
Diana P. McGeever
Robert M. Jones
Rick M. Diaz
William F. Harron Jr.
Robert Kilburn
Erin McMahon
Peter Young
Bonnie Kaeser
William Harold
Gary Kurzenhauser
Lisa Iacuzzi
Judith Kraus
Susan Bolinger
Debra Garneau
Carol Fitzgerald
Anne Francis Vaughn
Janet Pess
Lesley Culp
Paul Potavin
Gerald Carney
Helen D'Avanzo
Patricia Green
Gene Bocian
Carol Friia
Robin Andreucci
Linda Cucchiara

Promotions

Suzanne J. O'Connor
Susan N. Spiegel
George A. Towle
Brian M. Trueira
Charles C. Hausmann
Maynard P. Guenther
Robert M. Harrison

Jasmer S. Bajwa
Maria G. Fichera
Carol A. Pernorio
Nancy M. Chang
Donald A. Link
Claire M. Coveney
Linda A. White
Woodrow Gatehouse
Harold Sigmund
Juanita James
William J. Kopka
Michael F. Ward
Richard L. Monda
Terri M. Bagley
Paul J. Boujoulian
Robert F. Duggan
Rosemary Guineen
Mary P. Jaradeh
Anna L. Less
William J. Lynch
Claire J. Martin
Mark Kelley
Lisa Talalas
Paul Simone
Ethel Blumenthal
Thomas Kenney
William Kalinowski
David Lendacky
Christine Coughlin
Robert Asbury
Robert Lynch
Linda Harvey
Mary Kelly
Eleanor Deas
Terri Bagley
Harriet Coorssen
Robert Corso
Carol Ann Pitts
Susan Spiegel
Robert Duggan
Cynthia Fessel
Kenneth Saccoccia

Barbara Morris
Martin Kitay
Kathleen Marden
Edmund Alteri
Eugene Norton
John Giangrande
Gunther Adler

Reassignments

Victor McLaughlin
Robert Lockerby
Lesley Chedekel
Albert Battistelli
Martin Kitay
Cynthia N. McNeish
Edward W. Marudzinski
John R. Mahoney
Robert V. Kozlowski
Robert Teeling
Raymond Daigle
John Skelly
Remo Ditomasso
Richard Siegler
Lois Goode

Losses

Mary P. O'Neill
Reynaldo L. Tan
Fay G. Lee
Anthony Dillello
William Zagorski
Cynthia J. Stephenson
Beth R. Nalewajek
Timothy E. Canavan
Bronislaus Lukasiewicz
James R. Kardus
Edmund R. Alteri
Joleen R. Bolin
Priscilla M. Gough
Rose Ann Monte Verde
Liyun Hartman
Lisa Peck

Joshua Herskowitz
Cornelius Wood
Patricia Fair
Joseph Interrante
Joleen Bohn
Vaness Pachis



Award winners . . .

ATLANTA

Quality Step Increase

Deborah Russell
Frances Childress
Mary Graves
George Wells
Robert Eldridge
Austin Hicks
Stephen Gentry
George Abraham
Dolores Sader
Mary Rhodes
Chris Carpenter
Walter Schminky
Harry L. Lasris
James Figueiredo
Lynne May
Judith Klein
James Zimmerman
Richard Sigwing
Julia Kilcrease
Calvin Winburn

Sustained Superior Performance

Ann Lawler
John Smith
Linda Brown
Dennis R. Solanko

Special Accomplishment

Louis M. Esposito

Special Act

Arlene Delaney
Boyce T. White
Loretta D. Whetstone
John W. Blood
David L. Moore
Gerald Danko

Suggestion

Allan Teal

BOSTON

Quality Step Increase

Susan Darnell
Jean Benham
Albert Bakelman
Thomas C. Bryce
James R. Courteney
Steven D. Factor
Glenn H. Jackson
Bruce F. Johnson
Alfred McCoolle
Paul J. McGrath
Philip O'Donnell
John H. McGory
Jean M. Chiasera
Anne M. Farrelly
Peter R. Crowe
Armand Berthiaume
Claire Costello
Michael N. Cole
Anthony L. Gibbons
David L. Dominici
Joseph Obuchowski
Beverly Mills

Special Accomplishment

Charles H. Robinson Jr.

Sustained Superior Performance

Anne McNeill

Special Act

Marcus J. Pappadakis
Robert A. Southerland
Beth Nalewajek
Joseph F. Muskus

CHICAGO

Quality Step Increase

Mary Anne Young
Mae J. Rickard
Mildred Pawlowski
Roxanne Oertel
Richard Oczkowski
Joseph Sochor
Charles E. Brooks
Frank E. Miller
Gayle M. Prieskorn
Michael McElfresh
David W. Swartzell
John W. Mudd
Steven D. Anton
Angelo J. Yeostros
Billy J. Bushell
Anthony D. Douglas

Sustained Superior Performance

Ellen Laurie
George Antonelli
Joseph C. Wilkinson
Anthony Flihan
Thomas S. Hanrahan
Sandra S. Mason
Christine E. Perry

Special Accomplishment

Delbert S. Mardell
Donald Figurski

PHILADELPHIA

Special Act or Service

William W. Everett
Richard G. Sambuco
Robert M. Peterson

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